

Name \_\_\_\_\_ Classification \_\_\_\_\_

Office \_\_\_\_\_ Period of Report \_\_\_\_\_

☐ Reassignment of Officer ☐ Regular Annual ☐ Special

Duties since last report: \_\_\_\_\_

Has duty changed since last report ☐ Yes ☐ No

Courses or other experiences completed: \_\_\_\_\_

Proficiencies in languages: \_\_\_\_\_

Succeeding sections filled by supervisor	Name of supervisor	Official status to subordinate
Is employee qualified for all his present duties <input type="checkbox"/> Yes <input type="checkbox"/> No	(Check one) <input type="checkbox"/> Definitely <input type="checkbox"/> Prefer not to have him (Unsatisfactory) <input type="checkbox"/> Be satisfied to have him (Satisfactory)	<input type="checkbox"/> Be pleased <input type="checkbox"/> Partly dissatisfied

Personal qualifications general (list only outstanding qualifications either above or below average): \_\_\_\_\_

Strongest single qualification: \_\_\_\_\_

Most noticeable weakness: \_\_\_\_\_

Considering all officers of comparable duty whose professional abilities are known to you ☐ Under no circumstances ☐ If 90% were to be promoted ☐ If 10% were to be promoted ☐ If 30% were to be promoted ☐ If only 10% were to be promoted

Would you promote him: Comparison based on group of ☐ 10 or less ☐ 10 to 50 ☐ Over 50

Potential (what is the next step ahead for this individual and does he have further potential beyond next step? If so, outline): \_\_\_\_\_

☐ Inadequately promotable ☐ Promotable upon completion of action below

Action: ☐ Leave on job ☐ Terminate ☐ Promote

(Reasons for action for improvement such as Training, Change of position, Change in pay, Encouragement, etc.) \_\_\_\_\_

(Check one) I consider this report to be ☐ Satisfactory ☐ Unsatisfactory

Signed \_\_\_\_\_

Signed \_\_\_\_\_

SECRET

To: SUPERVISORS

To eliminate lack of objectivity and "halo effect" supervisors are instructed to appraise the individual under the following procedure:

FIRST - Identify the individual in one of the following job families: OPERATIONAL; ANALYTICAL-RESEARCH; ADMINISTRATIVE; or TECHNICAL.

SECOND - Appraise the individual against the specific job criteria of his basic family.

THIRD - Appraise the individual against the ADDITIVE criteria necessary at higher levels of competence and responsibility.

In identifying the individual in a job family, the individual's FUNCTION is the determinate factor, not his Office or Division.

Having identified the individual in a SINGLE job family, the individual's abilities or "potentiality" for greater breadth of service and higher responsibility are to be appraised against the ADDITIVE criteria.

SECRET

This job family is grounded in action; organizing it, planning it, getting it done. As action is played with and against people, these characteristics identify this type: an ability to mesh with, live with and get the most out of people; and to create enthusiasms, pride in mission and sense of mattering. Area and subject are important but as handmaidens of action, i.e., knowledge that dictates feasibility or reveals vulnerability. In the exceptional individual there may be large analytical and research abilities, but the prototype is the extrovert and man-of-action.

For each factor observed circle the appropriate point to indicate how the officer compares with all others of comparable duty whose professional abilities are known to you personally. Do not limit this comparison only to others now under your command. Do not hesitate to mark "Not observed" on any quality when appropriate.

	20%	40%	20%	LOW	
HIGH					<input checked="" type="checkbox"/> I identify this employee as operational
					GETTING THE JOB DONE
					PLANNING AND ORGANIZING THE JOB
					ABILITY WITH PEOPLE AND TEAMPLAY
					KNOWLEDGE OF AREA OR SUBJECT
					TACT AND DISCRETION
					REPORTORIAL ABILITY VERBAL AND WRITTEN
					SENSE OF RELATIVE IMPORTANCE
					NON-GULLIBILITY EVASION AND DECEIT
				ADJUSTMENT TO TRYING HOURS AND CONDITIONS	

No individual comes by these qualifications easily or lightly. Yet in whole or in part, they are required for higher echelon work in this Agency. As only the exceptional individual could hope to rate highly in this section, appraisal will be carefully scrutinized for "halo effect".

For each factor observed circle the appropriate point to indicate how the officer compares with all others of comparable duty whose professional abilities are known to you personally. Do not limit this comparison only to others now under your command. Do not hesitate to mark "not observed" on any quality when appropriate.

		20%	40%	20%	L O W	Check here if appraisal is intended to relate to a latent ability or "potential"
H I G H	SUBSTANTIVE					INTELLIGENCE INSIGHT AND ACUMEN
						ABILITY TO CREATE THE HYPOTHESIS
						DISCIPLINED MIND AND ORDERLY THINKING
						ABILITY TO SUSPEND JUDGMENT
						COOPERATES WITH ASSOCIATES
LIAISON					SENSE OF PERIPHERAL AND DIRECT TIE-INS	
					MOVES FREELY AND EFFECTIVELY WITH EQUALS AND SUPERIORS	
EXECUTIVE					ABILITY TO SUPERVISE	
					ABILITY TO HANDLE AND INSPIRE	
					TO DEVELOP SUBORDINATES	
					TO PLAN AT POLICY AND HIGH LEVEL	
PERSONAL					TENACITY	
					SENSE OF PERSONAL GOAL	
					ADAPTABILITY	
					PHYSICAL ENERGY	
					SELF DISCIPLINE	

Remarks:

SECRET

Pages 1, 2, and 4 of the preceding  
form (OPERATIONAL) would be combined  
with each of the following three  
forms to make up a complete appraisal  
blank for these job families:  
ANALYTICAL-RESEARCH, ADMINISTRATIVE  
and TECHNICAL.

SECRET

## ANALYTICAL RESEARCH

This job family is grounded in study; reading, scanning and integration. Area and subject are of commanding importance with action a second remove. There is required an absorbed interest in new factual minutia and new relations between facts; a "feel" for analysis (the examination of component parts separately and in relation to the whole) and for research (the revision of accepted conclusions in the light of newly discovered facts). In the exceptional individual there may be operational abilities, but the prototype is the professional or specialist.

☐ I identify this employee analytical research


KNOWLEDGE OF AREA  
OR SUBJECT

OBSERVATION SENSE  
OF RELATIVE IM-  
PORTANCE

RESISTANCE TO  
TEDIOUS

SENSE OF AVENUE  
OF ATTACK

ANALYTICAL AND  
RESEARCH ABILITY

READING COMPRE-  
HENSION AND "GETTING  
A BOOK"

ABILITY TO DIGEST  
AND REWRITE

SENSE OF BEARING  
OF NEXT DESK'S  
SPECIALTY

MEETING DEADLINES

Remarks:

## ADMINISTRATIVE

This job family is grounded in good "housekeeping" i.e., knowledge and sane control of procedures coupled with an ability to keep an organization moving freely and smoothly. Knowledge of intelligence techniques is helpful but the requirement is for a generalized knowledge rather than for a specialized understanding. In the exceptional individual there may be a flair for generation of the idea, but the prototype has a native resistance to (rather than thrill in) the new idea coupled with a large facility in picking the flaw and in saying, no.

<input checked="" type="checkbox"/> I identify this employee-administrative				
				KNOWLEDGE OF PROCEDURES
				PAINSTAKING
				BUTTONS THINGS UP
				GETTING THE JOB DONE
				FORSEES AND MEETS LINES OF OPPOSITION
				PROPER INTEREST IN ALL PHASES OF GROUP'S WORK
				MEETS SUPPORT DEMANDS
				ABILITY WITH PEOPLE AND TEAMPLAY
				ABILITY TO PICK FLAWS AND SAY NO

Remarks:

# T E C H N I C A L

This job family is grounded in technical knowledge of the specialty and the broad field of the specialty. Area and language are handmaidens. The prototype is the technician, the linguist, the engineer and the scientist.

					<input type="checkbox"/> I identify this employee-technical
					KNOWLEDGE OF SPECIALTY
					KNOWLEDGE OF THE BROAD FIELD
					GETTING THE JOB DONE
					KNOWLEDGE OF AREA
					SENSE OF PERIPHERAL OPERATIONS
					ADJUSTMENT TO TRYING HOURS AND CONDITIONS
					ABILITY WITH PEOPLE AND TEAMPLAY
					DISCRETION

Remarks:



ILLEGIB

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